

# HUMAN RESOURCES

## Departmental Program Structure and Outcome Measures

### Mission

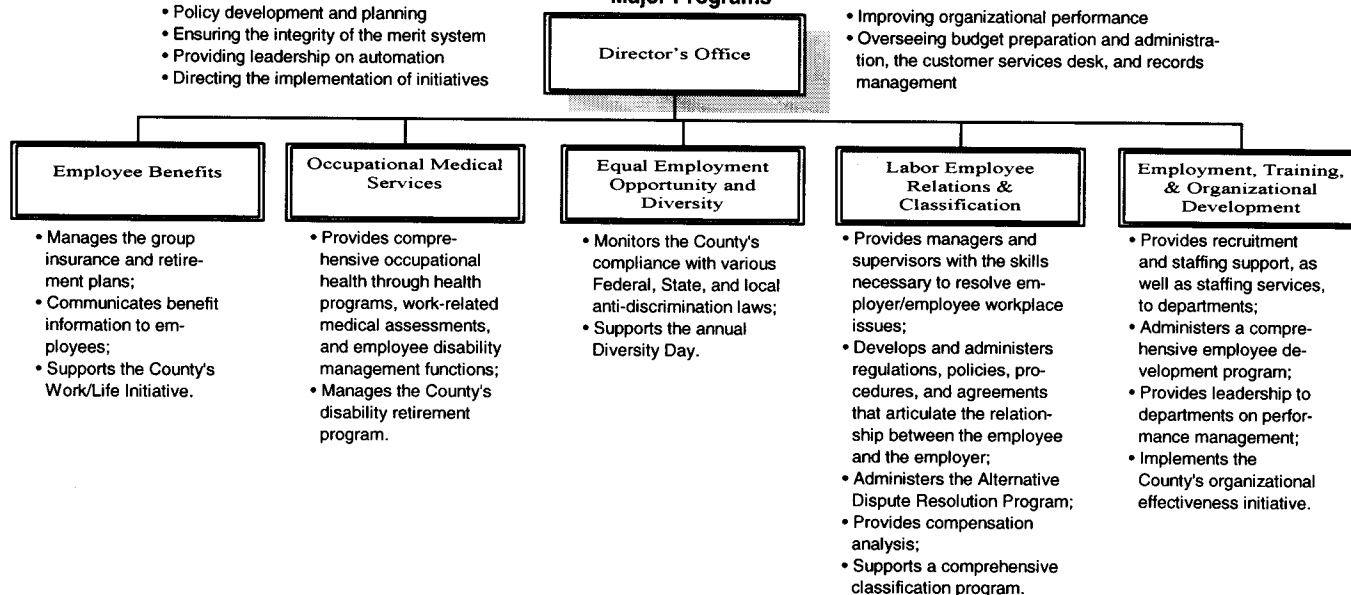
To provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high-performing, and well-qualified workforce

### Guiding Principles

The Office of Human Resources (OHR) provides high quality services to employees, retirees, and other customers and is a partner to County departments in the management of their human resources. High quality services are ensured through:

- **Emphasizing customer service and stakeholder involvement**
- **Streamlining and simplifying Human Resources regulations and procedures**
- **Developing and applying automated Human Resources systems and procedures**
- **Increasing and fully utilizing workforce diversity**
- **Maintaining labor-management collaboration**
- **Providing training and information to managers for better management of their human resources**
- **Ensuring human resources capacity to meet current and future needs**

### Major Programs



The Office of Human Resource's (OHR's) customer base is comprised of almost 30,000 persons, including all collective bargaining, non-represented, temporary, and appointed employees. This encompasses active employees, retirees and their survivors, as well as dependents of active employees who rely upon County health benefits. With a myriad of services provided to such a diverse customer base, it is important to ensure that all facets of human resource services are provided at the highest quality level. If our service delivery standards are maintained, the outcomes of OHR's mission will be achieved.

DEPARTMENTAL OUTCOMES	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
Employee turnover as a percentage of total workforce <sup>a</sup>	6.0	6.1	6.2	6.1	<sup>t</sup> TBD	6.1
Percentage of workforce provided training in technical and professional skills in a given year <sup>b</sup>	45.0	43.5	35.3	35.0	<sup>t</sup> TBD	35.5
Average employee length of service (years) <sup>a</sup>	12.0	10.0	11.9	10.5	<sup>t</sup> TBD	10.8
Average employee absenteeism per year (sick leave hours) <sup>c</sup>	74.2	76.4	73.0	73.0	<sup>t</sup> TBD	73.0
Percentage that average pay increase is above (below) the CPI <sup>a,d</sup>	4.1	4.0	3.7	4.2	1.9	3.7
Percentage of minorities in the County workforce vs. the percentage in the County population (ratio) <sup>e</sup>	1.039:1	0.987:1	1.200:1	1.040:1	1.056:1	1.040:1
Percentage of employees satisfied with compensation and benefits	97.8	98.0	98.0	98.0	98.0	98.5

#### Notes:

<sup>a</sup>Based upon the calendar year (FY04 = CY04).

<sup>b</sup>Includes participation in the Tuition Assistance program, Leadership Institute, computer and professional development training. "Workforce" excludes temporary employees, elected and appointed officials, paid members of boards and commissions, and judicial branch employees.

<sup>c</sup>Excludes temporary employees, elected and appointed officials, paid members of boards and commissions, and judicial branch employees. The target for sick leave hours taken as established through the County's human resources data clearinghouse provider is between 63.2 (8 hour work day) and 79 (10 hour work day) hours per calendar year. As shown above, sick leave hours in the County fall between these anticipated levels.

<sup>d</sup>Includes the general wage adjustment and performance increment.

<sup>e</sup>This measure indicates the extent to which the Executive Branch workforce is representative of the community it serves.

<sup>t</sup>This information will not be available until the Personnel Management Review (PMR) is published in April, 2006.

# HUMAN RESOURCES

**PROGRAM:**

Administration

**PROGRAM ELEMENT:**

Records Management

**PROGRAM MISSION:**

To process County personnel actions and maintain employee and retiree records through a centralized personnel data and records administration program that ensures data integrity, accuracy, timeliness, and compliance with personnel policies and requirements

**COMMUNITY OUTCOMES SUPPORTED:**

- Deliver high value services for tax dollars
- Ensure the confidentiality of personal information
- Provide responsive, accessible government services and information

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
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**Outcomes/Results:**

Number of exceptions found in semi-annual salary record audit by outside auditor	0	0	0	0	0	0
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**Service Quality:**

Average daily number of records with personnel action data entry errors identified in daily edit reports <sup>a,b</sup>	NA	0.80	0.50	0.50	0.50	0.50
Average daily percentage of records with personnel actions processed accurately <sup>b</sup>	NA	99.90	99.90	99.90	99.90	99.90
Percentage of personnel transactions processed within ten days of the effective date of the personnel action	99.99	100.00	100.00	100.00	100.00	100.00
Percentage of records in compliance with personnel policies and requirements (based on audit sample)	99.99	100.00	100.00	100.00	100.00	100.00

**Efficiency:**

Average cost per personnel transaction processed (\$) <sup>c</sup>	NA	11.95	15.68	13.80	19.15	14.66
Personnel actions processed per workyear <sup>d</sup>	NA	4,633	5,124	4,750	3,358	4,125

**Outputs/Workload:**

Number of County personnel files (actives and retirees)	39,281	42,376	47,836	44,000	50,570	47,000
Number of Personnel Action Forms (PAFs) processed annually	NA	11,194	7,462	9,000	5,844	7,500
Number of Personnel Data Forms (PDFs) processed annually	NA	5,718	3,283	5,000	3,059	4,000
Number of tax forms processed annually	NA	6,252	4,628	5,000	4,529	5,000
Number of vendor payments processed	1,800	1,971	1,840	2,000	2,310	2,000
Number of documents imaged into employee or retiree files	175,297	186,630	141,505	150,000	251,596	150,000
Number of employment verifications conducted	2,257	1,936	1,776	2,000	1,852	2,000

**Inputs:**

Expenditures (\$000)	NA	440	441	426	418	393
Workyears <sup>c</sup>	7.5	7.3	6.5	6.5	6.5	6.5

**Notes:**

<sup>a</sup>An employee record consists of data entered from personnel action documents - i.e., Personnel Action Form (PAF), Personal Data Form (PDF), or tax forms.

<sup>b</sup>Daily edit reports capture data entered from PAFs, PDFs, tax forms, and miscellaneous data change e-mail requests.

<sup>c</sup>In FY05 and FY06, 4.0 workyears are devoted to transaction processing.

<sup>d</sup>Includes PAFs, PDFs, and tax forms.

**EXPLANATION:**

The Records Management program provides centralized personnel transaction processing and records management services to County departments. This unit maintains employee and retiree files, provides verifications of employment, processes payments of invoices for goods and services received by the Office of Human Resources, and provides personnel policy and procedural information and guidance to departments as well as to individual employees, retirees, and other customers.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Department of Finance, Payroll Section; Department of Technology Services; customer departments.

**MAJOR RELATED PLANS AND GUIDELINES:** Personnel Regulations, Section 2 (Records), and sections governing personnel actions, service increments, leave, etc.; collective bargaining agreements.

## HUMAN RESOURCES

**PROGRAM:**

Employee Benefits

**PROGRAM ELEMENT:**

Group Insurance Benefit Program

**PROGRAM MISSION:**

To provide consultation, information, and service to County employees and retirees regarding retirement and group insurance benefits in a manner that ensures an understanding of benefit program provisions and their value

**COMMUNITY OUTCOMES SUPPORTED:**

- Insisting upon customer satisfaction
- Ensuring high value for tax dollars
- Attracting and retaining a high quality workforce
- Ensuring the confidentiality of personal information
- Empowering and supporting employees

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
<b>Outcomes/Results:</b>						
Percentage of employees who understand their health benefits <sup>a</sup>	71	75	93	80	73	85
Percentage of employees rating health benefits and services as meeting their needs <sup>a</sup>	83	90	99	90	81	90
Percentage change in County health plan contribution rates vs. national medical insurance trend <sup>b,c</sup>	+38.4/+12.7	+19.4/+10.2	-0.8/+13.0	+10.0/+10.0	+14.2/+10.5	+10.0/+10.0
<b>Service Quality:</b>						
Percentage of County employees satisfied with health benefit plans	97	98	93	98	94	98
Percentage of group insurance changes made correctly during Transfer Season	95	99	99	99	99	99
Percentage of flexible spending account reimbursements processed within one month (non-problem claims) <sup>c</sup>	100	100	100	100	100	100
Average satisfaction rating for group insurance presentations and workshops (1 to 5 scale)	4.5	4.5	NA	4.8	4.8	4.5
<b>Efficiency:</b>						
Group insurance transactions processed per workyear <sup>d</sup>	2,471	3,663	3,597	3,086	2,709	2,762
<b>Workload/Outputs:</b>						
Number of active employees participating in County group insurance medical plans <sup>c,e</sup>	7,731	7,727	7,762	7,900	7,956	8,000
Number of retirees participating in County group insurance medical plans <sup>c</sup>	3,346	3,549	3,566	3,900	3,663	4,000
Number of group insurance plans offered (active employees) <sup>c,e</sup>	13	13	14	16	16	16
Number of group insurance transactions processed annually <sup>d</sup>	19,519	26,008	29,135	25,000	21,943	25,000
Number of group insurance changes processed during Transfer Season	2,297	3,000	2,487	3,000	3,844	3,000
Number of presentations and workshops conducted	20	20	20	15	10	15
Total employee attendance at group insurance presentations and workshops	104	100	120	150	<sup>9</sup> 19	150
<b>Inputs:</b>						
Expenditures (\$000) <sup>f</sup>	NA	993	1,594	1,622	1,327	1,891
Workyears	7.9	7.1	8.1	8.1	8.1	9.1

**Notes:**

<sup>a</sup>Information is obtained from an on-line survey of employees accessing the e-Subscription site.

<sup>b</sup>The national trend has been projected for current and future actuals. Past actuals are updated to reflect final data.

<sup>c</sup>Calendar year data (FY04 = CY04).

<sup>d</sup>Includes transactions processed for Transfer Season, new hires, and status changes.

<sup>e</sup>Active employees include Montgomery County Government employees, as well as those from participating County agencies such as the Housing Opportunities Commission and Montgomery County Cable Television.

<sup>f</sup>Excludes insurance claim expenditures and Records Management and Occupational Medical Services activities charged to the the Employee Benefits Self Insurance Fund.

<sup>9</sup>In FY05, nine of the seminars were conducted as part of Open Enrollment. No counts or survey data were collected because these seminars were outside of the training curriculum.

**EXPLANATION:**

The responsibilities of the Group Insurance Benefit Program include:

- Administering the employee insurance benefit program.
- Communicating information on benefit programs to employees, including their value as part of a total compensation philosophy.
- Developing and implementing systems and programs to better meet the needs of employees, and to increase the cost effectiveness and efficiency of benefit delivery systems.
- Maintaining and analyzing data on employee benefit plans and programs needed for strategic decision-making.
- Coordinating and interacting with outside companies, consultants, vendors, hospitals/providers, organizations, etc. on employee benefit plan development, implementation, and administration.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Finance Department, Office of Management and Budget, unions, health and insurance service providers, Montgomery County retirees, actuarial service consultants.

**MAJOR RELATED PLANS AND GUIDELINES:** Federal and State laws, Montgomery County Code, personnel regulations, collective bargaining agreements.

## HUMAN RESOURCES

**PROGRAM:**

Employee Benefits

**PROGRAM ELEMENT:**

Retirement Benefit Program

**PROGRAM MISSION:**

To provide consultation, information, and service to County employees and retirees regarding retirement benefits in a manner that ensures an understanding of benefit program provisions and their value

**COMMUNITY OUTCOMES SUPPORTED:**

- Insisting upon customer satisfaction
- Ensuring high value for tax dollars
- Attracting and retaining a high quality workforce
- Ensuring the confidentiality of personal information
- Empowering and supporting employees

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
<b>Outcomes/Results:</b>						
Percentage of employees who understand their retirement benefits before the first retirement counseling session <sup>a</sup>	NA	82.0	89.3	90.0	93.0	90.0
Percentage of employees who understand their retirement benefits after retirement counseling session(s) <sup>a</sup>	NA	100.0	100.0	98.0	100.0	98.0
<b>Service Quality:</b>						
Percentage of retirees who receive their retirement check within 30 days of signing their retirement application and selecting a payment option <sup>a</sup>	NA	NA	NA	90.0	NA	90.0
Average satisfaction rating for the retirement process post-counseling session (scale = 1 to 5) <sup>a</sup>	NA	4.0	4.2	4.0	4.0	4.0
Average satisfaction rating for retirement presentations and workshops (scale = 1 to 5) <sup>a</sup>	NA	NA	4.6	4.5	4.4	4.5
<b>Efficiency:</b>						
Number of active employees per workyear <sup>b</sup>	NA	NA	1,567	1,304	1,518	1,500
<b>Workload/Outputs:</b>						
Number of active employees in County retirement plans <sup>b</sup>	NA	NA	8,621	9,000	8,803	9,000
Number of retirements processed <sup>a</sup>	NA	217	237	250	81	300
Number of deferred compensation contribution changes, catchups, and hardship withdrawals processed <sup>d</sup>	NA	4,200	761	2,300	NA	2,300
Number of presentations and workshops conducted <sup>a</sup>	NA	NA	11	10	9	10
Total employee attendance at retirement presentations and workshops <sup>a</sup>	NA	NA	176	120	131	100
Number of retirement counseling sessions conducted by staff <sup>a</sup>	NA	660	590	700	636	700
<b>Inputs:</b>						
Expenditures (\$000) <sup>c</sup>	NA	991	1,145	1,198	1,189	1,620
Workyears	5.4	6.3	5.5	6.9	5.8	6.0

**Notes:**

<sup>a</sup>Includes only active employees in the Employees' Retirement System (ERS). These measures are used by the Benefits Team to determine the effectiveness of retirement training sessions and of counseling sessions.

<sup>b</sup>Active employees include Montgomery County Government employees, as well as those from participating County agencies such as the Montgomery County Revenue Authority, the Housing Opportunities Commission, the independent fire/rescue corporations, and Strathmore Hall Foundation Inc.

<sup>c</sup>Excludes insurance claim expenditures and Records Management and Occupational Medical Services activities charged to the Employees' Retirement System Pension Trust, the Employees' Retirement Savings Plan Pension Trust, and the Compensation and Employee Benefits Adjustments Non-Departmental Account.

<sup>d</sup>These activities, which are associated with the Deferred Compensation Plan, will be outsourced to the Plan providers in FY06. Such outsourcing was negotiated during a recent procurement procedure. Expenses for these administrative services are paid from the investment management fees associated with Plan investments. (The recent procurement also resulted in a reduction of the fees charged to plan participants.)

**EXPLANATION:**

Montgomery County sponsors two separate pension plans - the Employees' Retirement System or ERS and the Employees' Retirement Savings Plan or RSP. The ERS is a cost-sharing defined benefit pension. This plan is closed to employees hired on or after October 1, 1994, except for public safety bargaining unit employees. The RSP is a defined contribution plan. This plan is for all non-public safety and certain public safety (non-bargaining unit) employees hired on or after October 1, 1994. The responsibilities of the Retirement Benefit Program to support these plans include:

- Administering the employee retirement benefit programs;
- Communicating information on benefit programs to employees, including their value as part of a total compensation philosophy;
- Developing and implementing benefit systems and programs to better serve employees, and to increase the effectiveness and efficiency of benefit delivery systems;
- Maintaining and analyzing data on employee benefit plans and programs needed for strategic decision-making;
- Coordinating and interacting with outside companies, consultants, vendors, hospitals/providers, organizations, etc. on employee benefit plan development, implementation, and administration; and
- Conduct individual counseling sessions to help employees manage their benefits in an informed manner.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Board of Investment Trustees, County Attorney's Office, Finance Department, Office of Management and Budget, unions, third party providers, Montgomery County retirees, actuarial service consultants.

**MAJOR RELATED PLANS AND GUIDELINES:** Federal and State laws, Montgomery County Code, Montgomery County Personnel Regulations, collective bargaining agreements.

## HUMAN RESOURCES

**PROGRAM:**  
Employment, Training, and Organizational Development

**PROGRAM ELEMENT:**  
Employment

**PROGRAM MISSION:**

To attract and recruit candidates for County departments and agencies that result in a well-qualified and diverse employment pool

**COMMUNITY OUTCOMES SUPPORTED:**

- Attraction and retention of a quality County workforce
- Appreciation of diversity
- Efficient, effective, and responsive government
- Delivery of quality services

### PROGRAM MEASURES

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
<b>Outcomes/Results:</b>						
Average satisfaction of departments with the candidate pool (scale: 1 to 5)	4.0	4.0	4.2	4.2	NA	4.3
Percentage of candidate pool meeting minimum qualifications	59.0	58.0	78.0	65.0	77.1	70.0
Percentage of minorities <sup>a</sup> in workforce vs. the percentage of minorities in the County population (ratio) <sup>b</sup>	1.039:1	0.987:1	1.200:1	1.040:1	1.056:1	1.040:1
Percentage of under-represented County job groups in which the representation of females has increased from the previous year <sup>c</sup>	50.0	50.0	NA	60.0	50.0	65.0
Percentage of under-represented County job groups in which the representation of minorities has increased from the previous year <sup>c</sup>	77.7	70.0	NA	60.0	75.0	65.0
<b>Service Quality:</b>						
Average time to fill a vacant position (days) <sup>d</sup>	62	60	110	100	112	98
Average time to produce an eligibles list (days) <sup>e</sup>	18	3	26	3	23	20
Average time to assess minimum qualifications (days) <sup>f</sup>	6	12	11	5	8	5
<b>Efficiency:</b>						
Applications processed per workyear	1,540	1,495	2,430	3,182	2,987	3,300
Percentage of new hires obtained through Internet referral <sup>g</sup>	29	25	43	55	86	90
<b>Outputs/Workload:</b>						
Number of applications received and rated for advertised positions	19,560	18,394	26,731	35,000	33,695	40,000
Number of new hires - permanent full-time and part-time merit positions <sup>h</sup>	NA	NA	497	600	613	550
Number of new hires - temporary positions <sup>h</sup>	NA	NA	1,218	1,275	1,160	1,300
Total number of new hires <sup>h</sup>	2,125	1,485	1,715	1,875	1,773	1,850
Number of job announcements published	221	222	498	220	486	500
Average number of applications received per posted job announcement	89	83	54	100	70	100
Number of examinations administered	2,722	2,649	2,701	3,500	3,019	3,500
Number of new examinations developed <sup>i</sup>	17	19	19	20	14	15
Number of job fairs and outreach programs	29	21	14	11	15	20
<b>Inputs:</b>						
Expenditures (\$000)	NA	1,203	1,654	1,306	1,355	1,515
Workyears	12.7	12.3	11.0	11.0	11.0	11.9

**Notes:**

<sup>a</sup>Minorities are defined to include African Americans, Hispanics, Asians, and Native Americans.

<sup>b</sup>This measure shows the extent to which the Executive Branch workforce is representative of the community it serves. The EEO Team produces annual reports for each department providing them with information on their diversity profile. The Staffing and Organizational Development Team assists departments in enhancing their diversity profile.

<sup>c</sup>County employees belong to one of 19 job groups (Officials and Administrators, Professionals, Technicians, Paraprofessionals, etc.). Under-representation is said to exist when the percentage of County employees in a particular job group who are female or minorities is significantly less than the percentage of qualified females or minorities available in the corresponding relevant labor force. A difference of more than two standard deviations is considered to be statistically significant, thereby indicating that the difference is due to more than just random chance. The availability of qualified females and minorities is currently based on 1990 Census data. Corresponding data from the 2000 Census will be available in 2005 and will, in all likelihood, dramatically affect the results for this measure.

<sup>d</sup>Before FY04, this measure was defined as the time from job closing to candidate selection. Beginning with the FY04 actual, this measure reflects the average time from when a candidate *applies* for a position to the date the candidate is actually hired.

<sup>e</sup>Before FY04, the average number of days to produce an eligibles list was measured from the time the job announcement closed to the time the eligibles list was created. Starting with the FY04 actual, this measure is defined as the average time from when a candidate applies to the date the candidate goes onto an eligibles list.

<sup>f</sup>Before FY04, the average number of days to assess minimum qualifications was measured between a job announcement's closing date and the review of minimum qualifications. Starting with the FY04 actual, this measure is calculated from the time the applicant applies to the time the applicant is reviewed for minimum qualifications.

<sup>g</sup>These are persons who applied for the job through the County's website.

<sup>h</sup>The reporting of data on new hires has been refined to better reflect the inclusion or exclusion of temporary hires.

<sup>i</sup>"Examinations" refers to "assembled examinations" such as public safety promotional examinations, multilingual pay differential examinations, etc.

<sup>j</sup>Reflects hiring freeze in effect from December 2001 to July 2002.

**EXPLANATION:**

The Recruitment and Selection Team functions as a strategic partner with County managers to attract, hire, and promote a highly competent and diverse workforce through a program that is efficient, proactive and - to the extent possible - automated. The Team engages in a wide variety of outreach activities designed to ensure quality and diversity in its candidate population, thus ensuring that the County workforce is able to provide quality service and reflects the diversity of the population it serves. The Team is constantly striving to reduce the time it takes to recruit and hire by forging strategic partnerships with departments and agencies and through the use of automation.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** County departments and agencies; unions.

**MAJOR RELATED PLANS AND GUIDELINES:** Montgomery County Code, Montgomery County Personnel Regulations, Administrative Procedures, EEOC Uniform Guidelines for Employee Selection, State and Federal laws, annual EEO and Diversity Action Plan.

## HUMAN RESOURCES

**PROGRAM:**

Employment, Training, and Organizational Development

**PROGRAM ELEMENTS:**

Training and Organizational Development

**PROGRAM MISSION:**

To provide a curriculum of study and activities that allow employees to enhance their skills and develop professionally in order to ensure that the County has a well-prepared, well-qualified workforce available to meet current and future needs

**COMMUNITY OUTCOMES SUPPORTED:**

- Strive for continuous improvement
- Empower and support employees
- Ensure high value for tax dollars

**PROGRAM MEASURES<sup>a</sup>**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
<b>Outcomes/Results:<sup>b</sup></b>						
Percentage of trainees applying new training skills within three months of receiving training	89	79	94	94	<sup>g</sup> 82	80
Percentage of trainees rating completed training as helpful in their job	97	87	94	99	96	92
Percentage of trainees rating completed training as helpful to their professional development	95	96	94	99	98	93
<b>Service Quality:</b>						
Average overall rating of satisfaction with training and development programs (1-5 scale)	4.5	4.5	4.7	4.5	4.4	4.3
Average number of days to process a tuition assistance application	10.5	10.0	7.0	10.0	11.0	10.0
<b>Efficiency:</b>						
Average cost per County trainee (\$) <sup>c</sup>	NA	44.23	68.39	44.68	15.68	30.93
Average cost per class (\$) <sup>d</sup>	NA	515.09	526.24	536.11	323.35	507.89
Average cost per Leadership Institute trainee (\$) <sup>e</sup>	NA	495.05	1,562.50	916.67	832.28	916.67
<b>Workload/Outputs:</b>						
Number of trainees <sup>c</sup>	6,705	5,625	<sup>f</sup> 8,815	5,400	<sup>h</sup> 12,312	7,800
Number of courses offered by the County	424	483	471	450	<sup>h</sup> 530	475
Number of Leadership Institute graduates	55	101	32	60	54	60
Number of employees participating in the Tuition Assistance Program	691	605	614	690	621	605
<b>Inputs:</b>						
Expenditures - training classes and Tuition Assistance Program (\$000)	NA	924	1,012	1,137	1,111	1,210
Workyears	3.9	3.9	3.9	3.9	3.9	4.9

**Notes:**

<sup>a</sup>Certain FY02 figures have been corrected and/or refined to reflect improvements in recordkeeping and data systems.

<sup>b</sup>Results are from a follow-up questionnaire mailed to each training participant two to three months after they complete training. The response rate is estimated at 10 to 20 percent.

<sup>c</sup>Each time an employee participates in training, he or she is counted as a trainee (excludes Tuition Assistance Program participants).

<sup>d</sup>Average cost does not include the cost of County-staffed training on Core Business Systems. However, employees attending these classes are included in the count of trainees.

<sup>e</sup>Leadership Institute cost includes costs for training and the 360 degree feedback instrument.

<sup>f</sup>The number of trainees was inflated in FY04 by a large one-time Countywide biological terrorism mass training exercise.

<sup>g</sup>Follow up evaluations were not available for computer training

<sup>h</sup>FY05 workload indicators were inflated by 4,053 for the number of trainees and by 68 for the number of courses offered because the Office of Human Resources managed registrations for departmental training for the Department of Health and Human Services.

**EXPLANATION:**

The Office of Human Resources (OHR) provides support for the personal and professional growth of County employees through a multi-faceted approach that involves a variety of learning opportunities and techniques. Presently this includes centralized employee development services provided by OHR and the tuition assistance program. Training covers such areas as information technology, customer service, professional development, supervisory development, labor/employee relations, benefits, and the Leadership Institute for the Management Leadership Service. At the personal level, employee development is best accomplished through a partnership between managers and employees to identify skills or base knowledge that could be enhanced, and then to choose the most appropriate learning approach. This effort is consistent with Section 33-5 of the County Code that requires management to provide employees with training that is necessary for quality job performance and that also facilitates career advancement.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Department of Technology Services; Office of Procurement; other participating County departments and advisory groups; Montgomery College; Johns Hopkins University; professional technical training consultants.

**MAJOR RELATED PLANS AND GUIDELINES:** Section 14, Employee Development, Montgomery County Personnel Regulations; Section 33-5 of the County Code (employee development). Parameters for tuition assistance benefits to represented employees are enumerated in the respective collective bargaining agreements.

## HUMAN RESOURCES

**PROGRAM:**

Equal Employment Opportunity and Diversity

**PROGRAM ELEMENT:**
**PROGRAM MISSION:**

To advise, educate, and respond to employees and managers concerning equal employment opportunity and diversity management in order to promote a discrimination free workplace that values diversity

**COMMUNITY OUTCOMES SUPPORTED:**

- Appreciating diversity
- Promoting equal employment opportunity
- Empowering and supporting employees
- Being open, accessible, and responsive

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
<b>Outcomes/Results:</b>						
Number of discrimination charges filed by County employees with external agencies	17	13	10	16	10	16
Number of discrimination charges filed and handled internally <sup>a</sup>	33	33	56	50	67	50
Percentage of total discrimination complaints filed and handled internally <sup>a</sup>	66.0	71.7	84.9	75.0	87.0	75.0
Number of employees/managers who seek advice from County EEO staff on EEO/diversity matters <sup>b</sup>	51	63	150	100	150	125
Attendance at Diversity Day and other special events	NA	525	850	800	900	850
<b>Service Quality:</b>						
Number of days needed to develop and issue the EEO and Diversity Action Plan	90	90	90	90	90	90
Average number of days required to complete a discrimination complaint investigation	42	69	64	60	<sup>i</sup> NA	60
Average number of days required to mediate a discrimination complaint	21	8	14	20	<sup>i</sup> NA	20
Average satisfaction rating for the mediation process (1-5 scale)	NA	NA	NA	4.5	4.5	4.5
Average satisfaction rating for EEO training (1-5 scale)	4.4	4.6	4.5	4.4	4.5	4.4
Average satisfaction rating for Diversity programs and special events (1 - 5 scale)	NA	NA	NA	4.5	<sup>c</sup> NA	4.5
Met all Federal EEO reporting requirements (Yes or No) <sup>d</sup>	Yes	Yes	Yes	Yes	Yes	Yes
<b>Efficiency:</b>						
Average number of discrimination investigations completed per workyear	48	46	66	60	<sup>i</sup> NA	66
Number of mediations conducted per workyear	2	1	2	10	2	10
Number of diversity programs and special events conducted per workyear	NA	3	5	10	12	10
<b>Workload/Outputs:</b>						
Number of discrimination complaints investigated <sup>d</sup>	48	46	<sup>a</sup> 66	60	<sup>i</sup> NA	66
Number of mediations conducted	2	1	2	10	2	10
Number of employees/managers trained on EEO matters	350	165	<sup>f</sup> 771	<sup>g</sup> 300	180	300
Number of EEO training sessions conducted	5	10	18	6	6	6
Number of diversity programs and special events conducted	5	3	5	6	12	6
EEO and Diversity Action Plan issued (Yes or No) <sup>h</sup>	Yes	Yes	Yes	Yes	Yes	Yes
<b>Inputs:</b>						
Expenditures (\$000)	269	296	365	366	323	361
Workyears	3.9	3.4	3.5	4.0	4.0	4.0

**Notes:**

<sup>a</sup>An indication of program success is the extent to which individuals elect to resolve their complaints internally with the EEO and Diversity Management Team, rather than filing charges with an external Fair Employment Practices Agency such as the Commission on Human Rights or the U.S. Equal Employment Opportunity Commission. Filing complaints internally demonstrates confidence and satisfaction with the County's EEO Compliance and Diversity Management program.

<sup>b</sup>This outcome reflects program success by showing the extent to which employees and managers (increasingly) seek advice and guidance from the County's EEO and Diversity Management Team.

<sup>c</sup>No data available.

<sup>d</sup>The EEO and Diversity Management Team is responsible for submitting bi-annual workforce composition reports to the U.S. Equal Employment Opportunity Commission, and EEO/Affirmative Action reports to the U.S. Department of Justice in support of Federal grants that the County receives.

<sup>e</sup>This increase is due to the heightened awareness created by training.

<sup>f</sup>Mandatory EEO compliance training was developed and implemented for all County supervisors and managers in FY04 and has continued.

<sup>g</sup>Represents residual mandatory EEO Compliance training for all County managers and supervisors.

<sup>h</sup>The EEO and Diversity Management Team produces an annual EEO and Diversity Action Plan in the first quarter of every fiscal year. The Plan provides an analysis of the Executive Branch workforce and the EEO/diversity accomplishments for the preceding year, as well as EEO/diversity recruitment strategies and objectives for the prospective year. There are no externally imposed deadlines on this product.

<sup>i</sup>Excludes police complaints.

<sup>j</sup>Information not available because the program is transitioning to a new system for tracking EEO data.

**EXPLANATION:**

The EEO and Diversity Management Team consists of the EEO Compliance and the Diversity sections. The Compliance function develops, implements, and enforces policies that are consistent with Federal, State, and local anti-discrimination laws. The services of the Compliance unit include EEO complaint processing and investigation, mediation, consulting, and training. In addition, the Compliance unit maintains EEO/affirmative action statistics in order to advise management and comply with Federal reporting requirements. The Diversity Management component develops and administers programs to promote diversity in the County workforce. Its services include providing staff support to the Montgomery County Diversity Council, coordinating Diversity Day and other special events, as well as developing and implementing initiatives in support of diversity programs.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Diversity Council, unions, Montgomery County employee associations and organizations, Montgomery County Commission on Human Rights, County Executive's Office of Community Outreach, County Attorney's Office, ADA Task Force, Commission on Persons with Disabilities, Montgomery County departments and agencies.

**MAJOR RELATED PLANS AND GUIDELINES:** EEO Complaint Processing Guidelines; Montgomery County Policy on Sexual Harassment; annual EEO and Diversity Action Plan; Section 4 of the Montgomery County Personnel Regulations; Chapter 27 of the Montgomery County Code on Human Relations and Civil Liberties; Article 49B of the Maryland Annotated Code; Title VII of the Civil Rights Act of 1964, as amended; Equal Pay Act; Americans with Disabilities Act; Age Discrimination in Employment Act.

# HUMAN RESOURCES

**PROGRAM:**

Labor Employee Relations and Classification

**PROGRAM ELEMENT:**

Classification

**PROGRAM MISSION:**

To review and evaluate the duties and responsibilities of individual positions and occupational classes in response to employee, department, and union requests in order to assure that positions are correctly assigned at comparable grade levels

**COMMUNITY OUTCOMES SUPPORTED:**

- Delivery of quality services
- Attraction and retention of a qualified workforce
- Provision of high value for tax dollars

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
<b>Outcomes/Results:</b>						
Individual position reclassification requests as a percentage of the County workforce <sup>a</sup>	1.5	0.8	1.0	1.5	1.4	1.2
Occupational studies conducted as a percentage of total occupations <sup>a</sup>	11.7	6.0	3.4	7.5	5.6	6.3
<b>Service Quality:</b>						
Percentage of occupational studies completed in twelve months	80.0	75.7	66.7	70.0	77.8	70.0
Average time to complete an occupational study (days)	314	352	320	320	289	300
Percentage of individual classification studies completed in six months	90.1	63.5	54.9	60.0	49.6	55.0
Average time to complete an individual classification study	122	170	159	150	215	160
- Average time to develop recommendation (days) <sup>b</sup>	91	135	123	115	170	122
- Average time for final approval after initial recommendation (days)	31	35	36	35	45	38
Average time for vacant and new creation classifications (days)	4	4	4	4	2	4
<b>Efficiency:</b>						
Number of in-house actions processed per workyear <sup>c</sup>	148.3	122.8	159.1	126.7	185.6	160.0
<b>Workload/Outputs:</b>						
Number of occupational studies conducted <sup>d</sup>	50	37	24	26	26	26
Number of individual classification studies conducted <sup>d</sup>	101	52	104	125	117	100
Percentage of classification studies conducted in-house	81.6	76.4	54.7	74.8	84.9	67.5
Number of vacant and new position creation classifications conducted	381	225	259	260	466	300
Number of individual positions upgraded	57	30	51	68	50	54
Number of position abolishments	104	167	206	180	211	160
Number of occupational classes reallocated	27	18	13	12	7	13
Number of new classes created	13	3	7	5	15	5
Number of classes abolished	<sup>e</sup> 60	16	15	12	2	10
<b>Inputs:</b>						
Expenditures (\$000) <sup>f</sup>	NA	448	448	541	548	493
Workyears <sup>g</sup>	5.7	4.1	3.7	4.7	4.7	3.7

**Notes:**

<sup>a</sup>The low incidence of requests for position reclassifications and the low need for occupational studies show that for the most part, employees are in the proper job classification. (Results are based on occupational studies accepted.)

<sup>b</sup>Measured from the start of the individual classification study.

<sup>c</sup>The workload used as the basis for this measure includes all in-house actions processed by Human Resources staff: individual position review requests, occupational class studies, new and vacant position classifications, class creations and abolishments, and position abolishments. Since the classification workload is handled by professional staff, the Team Manager (0.2 workyears) is excluded from the workyears used to compute this measure.

<sup>d</sup>Represents classification studies accepted in the June and December time periods. Classification studies are conducted by Human Resources staff as well as outside contractors.

<sup>e</sup>The number of class abolishments for FY02 includes classes abolished upon creation of Band III for the Management Leadership Service.

<sup>f</sup>Expenditures include personnel costs for Human Resources classification staff and contractual services for classification studies.

<sup>g</sup>Includes the Team Manager (0.2 workyears).

**EXPLANATION:**

Classification is an integral component of the Office of Human Resources mission and directly affects the ability of the Montgomery County Government to attract and retain competent, qualified employees. The work involves establishing and maintaining the systems and procedures used to differentiate and catalogue the duties, responsibilities, and minimum qualifications of the County's occupational classes. Collectively these occupational classes constitute a formalization of the job worth hierarchy. It is the responsibility of Classification to ensure that there is uniformity and equitable application of job classification across all departments and agencies within the Montgomery County Government and to serve as a functional resource for both employees and management in the structuring of job duties and the development of related organizational structures.

Funds for contractual job classification services were reduced and workyears added in FY02 to formalize a classification team so that a greater percentage of studies could be performed in-house. During FY03, the compensation function began to transition to the Classification Team, which fully assumed this function in FY04. FY03 and FY04 data reflect the impacts of this change.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** County departments, labor unions, Merit System Protection Board, consultants.

**MAJOR RELATED PLANS AND GUIDELINES:** Montgomery County Code, Montgomery County Personnel Regulations, collective bargaining agreements, Quantitative Evaluation System (QES) II.



## HUMAN RESOURCES

**PROGRAM:**

Labor Employee Relations and Classification

**PROGRAM ELEMENT:**

Labor Employee Relations

**PROGRAM MISSION:**

To support County managers in the areas of collective bargaining and related personnel policies and procedures by negotiating competitive compensation and benefits through collective bargaining and by providing early intervention strategies in workplace disputes in order to enable managers to comply with labor contractual and legal requirements and improve employee labor relations

**COMMUNITY OUTCOMES SUPPORTED:**

- Healthy and peaceful labor management relations
- Labor and management partnerships based upon trust and mutual respect
- Provision of high value services for tax dollars

**PROGRAM MEASURES**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
<b>Outcomes/Results:</b>						
Grievances per 100 union employees	0.45	0.35	0.72	0.89	2.04	2.00
Percentage of grievances settled before Chief Administrative Officer (CAO) action <sup>a</sup>	23	54	56	40	27	55
Number of arbitration hearings <sup>a</sup>	6	2	4	10	7	6
Number of Merit System Protection Board cases <sup>b</sup>	9	6	6	8	2	6
Number of unfair labor practice charges filed	0	1	2	2	8	2
<b>Service Quality:</b>						
Average number of days to issue a CAO grievance decision for an administrative proceeding <sup>c</sup>	78	93	97	70	80	95
Average number of days to issue a CAO grievance decision for contract grievances <sup>d</sup>	77	70	52	60	60	60
Average overall satisfaction rating for staff-conducted training (scale = 1 to 5)	4.2	4.3	4.4	4.3	4.3	4.4
<b>Efficiency:</b>						
Average cost per grievance meeting (\$)	1,849	1,842	1,750	1,840	920	1,840
Average cost per alternative dispute resolution conference (\$)	61	60	55	60	58	60
<b>Workload/Outputs:</b>						
Number of contracts re-negotiated	2	1	7	3	5	6
Number of grievance meetings	64	32	50	50	70	50
Number of alternative dispute resolution conferences	59	56	73	65	83	75
Number of employee mediations	8	3	0	10	3	5
Number of adverse actions processed	230	225	210	250	366	230
Number of employees trained in labor relations and related subjects	604	127	120	300	125	200
<b>Inputs:</b>						
Expenditures (\$000)	726	896	761	721	744	772
Workyears	8.0	8.0	5.7	5.6	5.8	5.6

**Notes:**

<sup>a</sup>Grievance procedures for bargaining unit employees follow a defined process as outlined in the collective bargaining agreements. The general procedure involves multiple steps and begins with a written grievance by the union to the immediate supervisor. The union may appeal to the department head and finally, to the Chief Administrative Officer (CAO) if a satisfactory response has not been received to the grievance. If the grievance is not settled by the CAO, the union or the employer may refer the matter to arbitration.

<sup>b</sup>Grievance procedures for non-represented employees follow a well-defined process as outlined in Administrative Procedure No. 4-4. The general procedure involves four steps and begins with a written grievance by the employee to the immediate supervisor. The employee may appeal to the department head and to the CAO if no satisfactory response has been received to the grievance. If the grievance is not settled by the CAO, the employee has a final appeal to the Merit System Protection Board.

<sup>c</sup>The standard is 45 days (per Administrative Procedure 4-4).

<sup>d</sup>The standard is 30 days (per general guidance included in various collective bargaining agreements - although some agreements differ).

**EXPLANATION:**

The Labor Employee Relations Team is the primary point of contact with the County's three employee unions and is responsible for negotiating and administering collective bargaining agreements. The unions representing County employees include the Fraternal Order of Police, the United Food and Commercial Workers, and the International Association of Fire Fighters. These unions collectively represent approximately 5,200 County employees.

The Labor Employee Relations Team administers grievance processes to address employee/management disputes concerning alleged violations of the collective bargaining agreements of the three unions specified above. A grievance process is also administered for unrepresented employees to address disputes arising from alleged violations of the Montgomery County Personnel Regulations. The Team assists departments and agencies with related labor and employee relations issues, reviews proposed adverse and disciplinary actions, develops personnel policies and regulations changes, and oversees bilateral work groups and committees. The Labor Employee Relations Team is also responsible for oversight and administration of the County's policies on compensation.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:**

Labor Relations Policy Committee, Fraternal Order of Police (FOP), International Association of Fire Fighters (IAFF), United Food and Commercial Workers (UFCW), County departments, arbitrators, third party labor administrators, Merit System Protection Board.

**MAJOR RELATED PLANS AND GUIDELINES:**

Labor agreements with the FOP, IAFF, and UFCW; Fair Labor Standards Act; Family Medical Leave Act; State and Federal case law; Executive Regulations for compensation and employee grievance procedures; Chief Administrative Officer guiding principles for labor relations.

## HUMAN RESOURCES

1. NO OTHER ELEMENTS:

To provide multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce

- Maintaining a healthy workforce
- Empowering and supporting employees
- Delivering quality services
- Ensuring the confidentiality of personal information

FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY05 ACTUAL	FY06 APPROVED
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Average annual sick leave usage per bargaining unit employee (hours)	84.3	85.2	112.0	83.0	96.3	83.0
Average annual sick leave usage per non-bargaining unit employee (hours)	64.1	67.5	89.9	63.0	74.1	68.0
Percentage of positive substance abuse tests (by employees) <sup>a</sup>	0.8	1.3	0.8	0.5	1.3	0.5
Number of reasonable accommodation and alternative placements made <sup>b</sup>	15	13	15	20	15	15

Percentage of total workforce using the Employee Assistance Program (EAP) <sup>c</sup>	7.7	9.2	8.5	9.5	9.6	9.5
Percentage of total workforce participating in the wellness program <sup>d</sup>	NA	45.0	48.0	45.0	63.9	48.0
Average satisfaction rating for the medical service contract (0 to 4 scale) <sup>j</sup>	4.0	3.0	3.5	4.0	4.0	4.0
Average satisfaction rating for the EAP (0 to 4 scale)	NA	4.0	4.0	4.0	4.0	4.0
Average satisfaction rating for the wellness program (0 to 4 scale)	NA	4.0	4.0	4.0	4.0	4.0

Average cost per EAP user (\$) <sup>k</sup>	289.90	169.52	162.79	200.00	154.44	152.94
Average cost per wellness program participant (\$) <sup>o</sup>	22.29	21.10	28.89	21.00	24.96	21.00
Average cost per mandated medical screening (\$) <sup>q</sup>	108.01	101.19	100.56	105.00	103.87	104.43
Show rate for physical examination appointments (%) <sup>i</sup>	NA	78.0	86.0	85.0	90.0	88.0

Number of Federally mandated screenings <sup>m</sup>	4,589	5,774	5,978	6,000	7,805	6,300
Number of County mandated screenings	6,938	7,214	5,231	6,500	5,135	6,850
Number of employee substance abuse tests <sup>a</sup>	688	672	1,057	680	1,163	1,000
Number of wellness sessions conducted	596	453	461	600	570	500
Number of participants in wellness program <sup>n</sup>	7,914	8,360	6,106	9,000	7,069	7,000
Number of Employee Assistance Program users <sup>k</sup>	545	837	817	600	830	850
Number of disability management interventions <sup>l</sup>	261	270	420	300	1,358	600
Number of medical service encounters <sup>o</sup>	11,587	11,291	11,209	11,500	13,075	11,500

Expenditures (\$000) <sup>h</sup>	2,400	2,608	2,790	2,452	2,636	2,246
Workyears <sup>h</sup>	7.0	7.0	6.4	5.4	5.4	5.4

\*Includes only employees tested for random, post-accident, and reasonable suspicion drug and alcohol tests. No pre-placement screens are reflected.

\*Includes pre-employment accommodations. Providing accommodations allows continued employment, reduces potential expenditures on disability retirement, and demonstrates commitment to the Americans with Disabilities Act.

\*The national average for EAP participation is 3 to 5 percent of the total workforce. Participation includes only full-time employees; Police and Fire - Rescue personnel are excluded.

\*The national average for wellness program participation is 10 to 20 percent of the total workforce.

\*Only medical services and laboratory contract costs are included.

\*Disability management includes alternative placement, reasonable accommodation, ergonomic assessments, medical case management, and pre-employment accommodation.

\*This includes physical examinations, medical testing, medical history reviews, and immunizations. FY02 includes implementation of the Fire/Rescue Wellness Initiative.

\*Expenditures and workyears include General Fund resources for Occupational Medical Services (OMS) as well as chargebacks to other departments and funds.

\*Calculated from the actual number of encounters for every department. The encounters include all scheduled exams (e.g. physical exams, including pre-placement and periodic, hearing exam, pulmonary function exam, vision exam, PPD skin testing, PPD reading, vaccinations, neuromuscular testing, etc.). The rate is the percentage of appointments kept. Walk-ins are not included.

\*Survey participants include Office of Human Resources specialists, department contacts, and employees (upon completion of service by OMS).

\*May also include significant others (immediate family, blood or marriage, close association) as related to eligible County participants.

\*This percentage double counts employees that attended multiple services.

\*\*Includes mandatory Occupational Safety and Health Agency respiratory evaluation of police officers.

\*\*Participants may be counted more than once.

\*Participants include the recipients of program and resource materials.

Occupational Medical Services (OMS) provides comprehensive medical evaluations to Montgomery County employees to determine their state of health vis-à-vis employment. The evaluations may include Federal, State, and County government mandated screenings. Through screenings and medical evaluations (which can include physical examinations, return-to-work exams, audiometric testing, pulmonary function testing, vision screening, hepatitis B and C screening, fitness for duty evaluations, neuromuscular testing, treadmill stress testing, and comprehensive blood profile testing), OMS is able to provide early identification of health risks and diseases. In addition, OMS ensures equal job opportunities through reasonable accommodation of disabled persons in the workplace. Through the Employee Assistance Program (EAP), Montgomery County employees are offered an opportunity to seek professional counseling on a variety of personal issues including family, work, legal, and alcohol/substance abuse problems that have the potential to interfere with attendance and work performance. A physically and emotionally healthy workforce will reduce on-the-job injuries and potentially reduce health insurance premiums, the use of sick leave, as well as applications for disability retirement. In addition, an EAP can promote employee morale while increasing physical and emotional well-being. The County's wellness program emphasizes education to enable employees to make lifestyle choices that enhance their overall health and wellness. Offerings include exercise classes, back school, weight management programs, and workshops on health issues that impact both men and women.

**MAJOR RELATED PLANS AND GUIDELINES:** Centers for Disease Control and Prevention, Federal Occupational Safety and Health Administration, Equal Employment Opportunity Commission, National Institute of Occupational Safety and Health, Maryland Workers' Compensation Commission, Americans with Disabilities Act, Federal Drug Free Workplace Act, National Fire Protection Association, Maryland Police Training Commission, Federal Highway Administration, Federal Transportation Administration, State law, Executive regulations, collective bargaining agreements.